

AMA's new seminar for
experienced engineers—

CONFIGURATION MANAGEMENT

**—how to develop
an effective
program**

August 4-6, 1965 / New York City

AMERICAN MANAGEMENT ASSOCIATION

plus 3 AMA workshop
seminars:

SIMULATION AS A MANAGEMENT TOOL

PREPARING TECHNICAL MANUALS

INTERNAL CONSULTING, MANAGERIAL AUDITS,
OPERATIONS AND SYSTEMS SURVEYS

Announcing AMA's new seminar on —

CONFIGURATION MANAGEMENT —

How it can help you.

How can your company handle overlapping phases of a defense project aimed at meeting a critical operational readiness date?

If you have defense contract commitments you're up against this very basic problem of control. For today's defense projects involve a new concept of control in the handling of large systems acquisition programs. And end item or product identification, development, production and site deployment *must* be overlapped if your company is going to meet a specified operational target date.

This "concurrency principle" is fundamental to successful handling of today's defense projects. Changes to formally prepared drawings are now proposed, approved, recorded and distributed by configuration control, a newer concept which has largely replaced the old industrial concept of engineering change control.

But how will your company manage the broader job of keeping track of all the many important interfaces between various sub-systems of a project — and changes to these interfaces during development — without at the same time delaying progress on concurrent production build-up and site activation? More and more companies are finding that configuration management offers the kind of workable approach to product identification, control and status accounting that large systems acquisition programs demand.

At the AMA workshop outlined opposite, experienced engineers and defense project executives will participate in roundtable discussion of the various functions, goals and applications of configuration management. You'll discuss why configuration management is needed . . . where it should be located in the organization . . . and its relationship to other functions. Under the guidance of experienced leaders you'll review configuration identification . . . configuration accounting . . . and configuration control. In addition, you'll explore various government requirements and regulations affecting the nature and scope of your program. And you'll have the opportunity to bring up your own problems and particular interests in this area for review and discussion by the group.

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ROUTE TO: _____

FROM: _____

DEVELOPING AN EFFECTIVE CONFIGURATION MANAGEMENT PROGRAM

Workshop Seminar #6115-03

August 4-6, 1965

AMA Headquarters, New York City

Discussion Leaders:

JOHN R. HART
Senior Group Engineer
Configuration
Management
Aero-Space Division
The Boeing Co.
New Orleans, La.

LT. COL. GUIHER G. GREENWOOD
Chairman, Change Cost
Management Sub-Group
SCSV, HQ AFSC
Andrews Air Force Base
Washington, D. C.

SEMINAR OUTLINE

I. INTRODUCTION

What is Configuration Management? (History and Development of the Function); Definitions, Functions and Goals. Applications.

II. CONFIGURATION MANAGEMENT FUNCTION

Factors Determining Need (i.e., Why Is It Needed?) How Established and Controlled? Where Should It Be Located Organizationally? Government Requirements and Regulations Affecting the Nature and Scope of the Program.

III. CONFIGURATION IDENTIFICATION

Functional Analysis/Event Logic Networks. Contract Technical Requirements — Exhibits; Sources of System Technical Requirements; Specification Tree; Contract End Item Specifications/Model Specifications; Specification Preparation, Maintenance and Control. Drawing System. Equipment Identification. Serialization—Traceability. Hardware Identification and Marking.

IV. CONFIGURATION CHANGE CONTROL

Requirements. Classification of Changes. Priority. Changes—Interface. Engineering Change Proposals. Contract Change Proposals. Facility and Field Changes. Customer Relationships.

V. CONFIGURATION ACCOUNTABILITY

Accountability Documentation. Configuration Lists. Integrated Records System. Operation and Maintenance Records. Delivery Data Package. Mechanization. Reporting.

VI. CONFIGURATION MANAGEMENT ORGANIZATIONAL RELATIONSHIPS

Release Function. Requirements Function. Change Control Function. Accountability Function. Change Board. Production Board.

VII. CONFIGURATION MANAGEMENT OF OUTSIDE SOURCES

Subcontractor, Supplier, Associate Contractor.

VIII. INTERFACE MANAGEMENT

Elements. Development of Management Disciplines. Establishing Procedures. Control of Interface Documentation. Contract Implementation.

IX. CONFIGURATION MANAGEMENT TRAINING

X. FORMAL BASELINE REVIEWS

Preliminary and Critical Design Reviews. First Article Configuration Inspection. Final Configuration Review.

XI. PROBLEMS AND PARTICULAR INTERESTS OF ATTENDEES

SIMULATION —

HOW CAN IT HELP SOLVE SERIOUS PROBLEMS IN:

- Finding and eliminating factory bottlenecks?
- Pretesting of products . . . procedures . . . decisions?
- Planning warehouse location . . . facilities . . . volume?
- Studying customers in relation to products . . . markets . . . distribution?
- Achieving the best new product design — at the lowest possible cost?

Today every large company is confronted with challenges of this kind. And many firms have found that the best way to get around such problems is by using computer simulation to solve them.

For with this improved technique you can simulate the operation of a particular phase of your business on a computer for a specific period of time . . . and test various alternative strategies and systems. Thus, you can extend your scope of control over limitless combinations of variables . . . arrive at more accurate decisions . . . and identify beyond doubt the best solutions to many of the critical problems confronting you now.

At this workshop you'll explore the development of simulation as a management tool . . . and examine the types of problems that most readily lend themselves to a simulated approach. With other experienced registrants you'll participate in intensive guided discussion of the best ways of developing the problem statement. You'll discuss how to develop the model and determine the size of the sample — as well as approaches to designing the EDP System to solve specific problems. Under the guidance of knowledgeable leaders — both men with outstanding experience in computer simulation — you'll discuss the unique personnel and training requirements for performing simulations. You'll exchange ideas on the major problem of how to get good statistics on the volume of data to be used in simulation. And then you'll review the various methods of analyzing and interpreting results . . . and making changes in the model. You will be particularly interested in the discussion of actual registrant case histories, problems and experiences. In addition, you'll have a chance to talk over your own problems and specific interests in this area with the other seminar participants.

Registration at this meeting will be limited to 15 — only one executive from a single company. To register, fill in and return the clip-out card. Or, for immediate confirmation of your reservation, wire or phone AMA's Seminar Registrar in New York City.

ROUTE TO: _____

FROM: _____

USING SIMULATION AS A MANAGEMENT TOOL

Workshop Seminar #6127-02

AMA Headquarters, New York City

August 4-6, 1965

Discussion Leaders:

GRANVILLE R. GARGIULO
Manager in Operations Research
Arthur Andersen & Co.
New York, N. Y.

HARVEY HERSCOVITCH
Manager, Simulation Techniques
Data Processing Division
International Business Machines Corp.
Kingston, N. Y.

SEMINAR OUTLINE

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|--|---|
| <p>I. HISTORY AND DEVELOPMENT OF SIMULATION AS A MANAGEMENT TOOL</p> <p>A. Areas of Greatest Utilization</p> <p>B. Developing and Future Application Areas</p> <p>II. TYPES OF PROBLEMS LENDING THEMSELVES TO SIMULATED APPROACH</p> <p>A. Analytic vs. Stochastic Problems (e.g., Structured vs. Unstructured and Random Data Problems)</p> <p>B. Complex Situations with Many Variables</p> <p>III. DEVELOPING THE PROBLEM STATEMENT</p> <p>IV. DEVELOPING THE MODEL (Designing Blocks in the Model)</p> <p>V. DETERMINING SIZE OF THE SAMPLE (i.e., Setting the Data Limits)</p> <p>VI. DESIGNING THE EDP SYSTEM</p> <p>A. General Purpose Simulation Languages</p> | <p>B. Special Simulation Programs</p> <p>VII. PERSONNEL AND TRAINING REQUIRED TO PERFORM SIMULATIONS</p> <p>A. Role of the General Systems Man</p> <p>B. Role of the Management Scientist</p> <p>C. Use of Outside Consultants and Service Bureaus</p> <p>VIII. PROBLEM OF GETTING GOOD STATISTICS ON VOLUME TO BE USED</p> <p>IX. ANALYZING AND INTERPRETING RESULTS</p> <p>X. MAKING CHANGES IN THE MODEL</p> <p>A. Determining Thoroughness of Initial Approach and Necessity for Revision</p> <p>B. Revising Assumptions and Limits</p> <p>XI. COSTS VS. BENEFITS</p> <p>XII. REGISTRANT CASE HISTORIES AND EXPERIENCES</p> <p>XIII. PROBLEMS AND SPECIFIC INTERESTS OF ATTENDEES</p> |
|--|---|

HOW TO SHARPEN UP YOUR METHODS OF WRITING AND PREPARING TECHNICAL MANUALS

Some of your most important corporate activities hinge upon the communication of critical information contained in your company's technical manuals—information needed by your engineers, research personnel, salesmen, those in training, and your customers. And how directly and clearly your manuals present this information has an ultimate bearing on how effectively you achieve specific company goals.

The workshop described below will concentrate on technical manuals rather than procedural manuals. With a small group of other experienced executives in the field, you'll cover such critical areas of the technical manuals program as information reliability... staffing... editor and staff responsibilities... and vital decision-making considerations on each step of publication. You'll discuss how technical manual information originates... how material is approved for issue in the manuals... how revisions are handled... how technical manuals are used... and how manual files are kept up to date. And you'll have the chance to bring up your own technical manuals problems... discuss projected solutions... and tailor the material presented to your own company's particular situation.

Attendance at this meeting is strictly limited to 15 experienced executives — just one from a single company. Therefore, to ensure your place, register now with the clip-out card on the back of this folder, or by wiring or phoning AMA's Seminar Registrar in New York City.

ROUTE TO: _____

FROM: _____

PRINCIPLES, TECHNIQUES AND SKILLS IN WRITING TECHNICAL MANUALS

Workshop Seminar #6157-06

AMA Headquarters, New York City

August 4-6, 1965

Discussion Leaders:

ALBERT B. LEHMAN

Manager, Technical Publications
Chrysler Motors Corp.
Center Line, Mich.

ROBERT L. SCHIFF

Acting Assistant — Superintendent
The Port of New York Authority
New York, N. Y.

SEMINAR OUTLINE

I. WHAT IS INVOLVED IN A TECHNICAL MANUALS PROGRAM?

- A. What Is the Purpose of the Manuals?
- B. What Is the Value of the Manuals to the Company?
- C. How Reliable Is the Information in the Manuals?
- D. What Are the Responsibilities of the Editor of the Manuals?

II. HOW DOES THE PROGRAM OPERATE?

- A. What Is Required for Staffing a Technical Manuals Program?
- B. How Does Technical Manuals Information Originate?
- C. How Is Material Approved for Issue in the Manuals?
- D. How Are Revisions Handled?
- E. To What Extent Are Review Procedures Necessary?
- F. What Audit Procedures Are Required?
- G. How Are the Technical Manuals Used?

III. THE EDITOR AND STAFF HAVE CERTAIN RESPONSIBILITIES WHICH THEY MUST CARRY OUT

- A. They Have the Responsibility of Policy Making and of Organizing Information
- B. Their Fundamental Duty Is That of Editing and Writing

IV. THE PUBLICATION OF TECHNICAL MANUALS REQUIRES CERTAIN MECHANICS OF OPERATION

- A. Four Critical Factors Enter into the Decision on Each Step in Publication
- B. Certain Decisions Must Be Made Before Preparing Final Copy for Printing
- C. The Types of Binders Used for Technical Manuals Vary Widely
- D. Several Problems Are Encountered in Planning the Distribution of Entire Manuals or Revisions
- E. The Maintenance of Adequate Files Is Important

V. PROBLEMS OF REGISTRANTS

HOW TO IMPROVE YOUR COMPANY'S SYSTEMS, OPERATIONS, AND MANAGEMENT PERFORMANCE

As today's corporate activities grow wider in scope, more complex in content, the staff specialist who *only* understands his own specialty is handicapped by an outlook which tends to ignore some of the most valuable sources of ideas for solving his problems: the approaches used successfully by other staff specialists.

You may be an internal consultant interested in company organization problems... a managerial auditor working for more effective controls... or a systems programmer or an analyst with unique systems responsibilities. In any event your specialty involves you in a search for practical avenues of approach to the elimination of performance deficiencies which are often as difficult to identify as they are to correct.

That's why it's so important for you to work with other staff specialists in a joint effort to relate the common denominators in organization, control and systems to your own repertory of approaches... to block out the areas of conflict and collaboration before they degenerate into added problems.

At this AMA workshop seminar you'll have the opportunity — for the first time — to probe the unique role and interrelationships of the staff specialist. Along with other seasoned staff specialists you'll engage in guided discussion of the most effective ways of locating performance deficiencies. Under the guidance of skilled discussion leaders chosen for the quality of their background and experience in the subject areas, you'll explore the basic principles of complete management staff work — the types of managerial audits, organization studies, systems and operations surveys... selection of areas for review and analysis... use of the team approach, fact-gathering techniques and choice of performance criteria as well as techniques of analysis and preparation of recommendations and reports. Following considerations of the conduct of the project you'll focus your collective experience on approaches to follow-up and implementation problems as well as the organization and evaluation of the staff function. The meeting is designed to provide you with a chance to pick up new ideas, to learn about successful approaches used in other companies and to bring up your own problems for discussion by the group.

Attendance is strictly limited to 15 experienced staff specialists — only one from a single company. To register, fill in and return the clip-out card on the back of this folder. Or, wire or phone AMA's Seminar Registrar in New York City.

INTERNAL CONSULTING, MANAGERIAL AUDITS, OPERATIONS AND SYSTEMS SURVEYS

Workshop Seminar #6166-05

AMA Headquarters, New York City

August 4-6, 1965

Discussion Leaders:

KENNETH W. KILDERRY

*Project Manager, Organization Planning
Business Systems Department
Westinghouse Electric Corp.
Pittsburgh, Pa.*

AUSTIN P. DILWORTH

*Senior Systems Analyst
Management Services Division
Johnson & Johnson
New Brunswick, N. J.*

SEMINAR OUTLINE

- I. ROLE AND INTERRELATIONSHIPS OF THE STAFF SPECIALIST
 - A. Internal Consultant — Corporate Staff
 - B. Management Analyst/Management Scientist
 - C. Systems Analyst/Systems Programmer
 - D. Managerial Auditor
 - E. Related Staff Jobs — e.g., Special Assistant, Assistant To, Special Studies or Project Officer, etc.
- II. ORGANIZATIONAL LOCATION OF THE STAFF SPECIALIST
 - A. Within the Organization Structure
 - B. Centralized vs. Decentralized Staff Functions (i.e., by Location and by Function)
 - C. Relationships and Scope of Authority of Centralized and Decentralized Staffs
 - D. Coordination of Staff Activities (i.e., to Best Staff Projects, Avoid Overlap or Duplication of Activities)
- III. FUNCTION OF THE STAFF ACTIVITY
 - A. Charter of Purpose
 - B. Scope of Activities
 - C. Levels of Staff Position and Detailed Position Descriptions
 - D. Stated Methods of Operations (Conduct of Activities, Work Request Channels and Approvals, Authorization to Proceed, Presentation of Results)
- IV. PRINCIPLES OF EFFECTIVE STAFF WORK
 - A. Establishing Individual and System Performance Criteria
 - B. Survey Practices
 - C. Analytical Techniques
 - D. Reporting Results
 - E. Ethical Considerations
 - F. Follow-Up
 - G. Checklist for Completed Staff Work
- V. SELECTING AND TRAINING MANAGERIAL STAFF PERSONNEL
 - A. Educational Requirements
 - B. Experience Requirements
 - C. Personality and Character Requirements
 - D. Development Programs for Staff Development
- VI. ESTABLISHING THE PROGRAM
 - A. Top-Down vs. Grassroots Approach
 - B. Achieving Initial Results
 - C. Gaining Acceptance
- VII. CONDUCTING MANAGERIAL AUDITS, ORGANIZATION OPERATIONS AND SYSTEMS SURVEYS
 - A. Types of Audits and Surveys
 - B. Operational Reviews and Organization Studies
 - C. Selecting Significant Areas for Review and Analysis
 - D. Using the Team Approach
 - E. Interviewing and Fact-Gathering Techniques
 - F. Selecting Performance Criteria
 - G. Analysis Techniques
 - H. Preparing Recommendations and Reports (Interim or Progress Reports, Final Report Style and Format)
 - I. Presentation Techniques (Use of Charts, Slides, Graphs, etc.)
- VIII. FOLLOW-UP AND IMPLEMENTATION PROBLEMS
 - A. The Staff Man's Role in Implementation
 - B. The Staff Specialist in the Management Development Program
 - C. Adapting Recommendations to Changed Conditions
 - D. Revising Recommendations
 - E. Overcoming Resistance
- IX. ORGANIZATION AND EVALUATION OF THE STAFF FUNCTION
 - A. Gaining Acceptance and Implementing the Program
 - B. Measuring the Performance of Staff Personnel as to Quality and Quantity
 - C. Measuring the Effectiveness of the Program Qualitatively and Quantitatively
- X. EXPERIENCE, PROBLEMS AND PLANS OF ATTENDEES

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DEVELOPING AN EFFECTIVE CONFIGURATION MANAGEMENT PROGRAM

Workshop Seminar #6115-03 August 4-6, 1965
AMA Headquarters, New York City

Discussion Leaders:

JOHN R. HART
Senior Group Engineer
Configuration
Management
Aero-Space Division
The Boeing Co.
New Orleans, La.

LT. COL. GUIHER G. GREENWOOD
Chairman, Change Cost
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AMERICAN MANAGEMENT ASSOCIATION, INC.

The American Management Association Building
135 West 50th St., New York, N. Y. 10020
Tel. (Area Code 212) 556-8171 (TWX 212-640-5279)

American Management Association

The American Management Association Building
135 West 50th St., New York, N. Y. 10020

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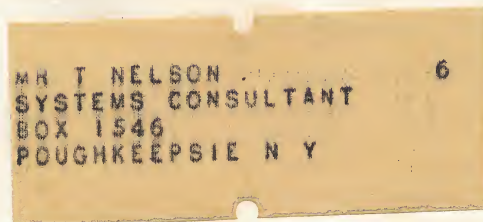
PLEASE REGISTER THE FOLLOWING EXECUTIVES FOR THE MEETINGS INDICATED.

NAME	POSITION	COMPANY	STREET	CITY	STATE	ZIP CODE	MEETING NO.
NAME	POSITION	COMPANY	STREET	CITY	STATE	ZIP CODE	MEETING NO.

☐ PLEASE SEND MEMBERSHIP INFORMATION

2824/98765

☐ CHECK ENCLOSED



To Register—fill out and return the card. Or, wire or phone the Registrar at the address given. Registrations must be made in advance, and may be made up to the time of the meeting, subject to confirmation. Applicants should not come to the meeting without advance confirmation. Confirmed registrations cancelled later than two weeks before the meeting are subject to a \$25 service charge. Registrants whose applications have been confirmed and who fail to attend a meeting are liable for the entire fee unless they contact the Registrar *prior to the meeting* to cancel their reservations.

Hotel Accommodations—AMA does not arrange hotel accommodations. However, the Americana Hotel (7th Ave. at 52nd St.) will hold a limited number of rooms for registrants up to two weeks before your meeting starts. These rooms will be at either the Americana Hotel itself, or at the City Squire Inn (affiliated with the Americana)—both within one block of the American Management Association Building. To take advantage of this service, act promptly to be sure of accommodations—particularly while the New York World's Fair is open. Please *contact the Americana Hotel directly* for reservations, mentioning AMA to assure preferred treatment.

Registration Fees—The full fee is payable in advance and includes the cost of all luncheons and meeting materials.

AMA Members
\$150

Nonmembers*
\$175

Each three-day meeting

***Nonmembers:** Difference between member and nonmember registration fee can be applied to AMA membership. Check box on card for full information.